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ABSTRACT

The report describes the evaluations of the current practices of Educational Technology Services (ETS) at Monroe Community College (New York) by the Customer Service Team. ETS provides all aspects of technology support to the College. The "customers" of ETS include students, faculty and staff. With the goal of developing a Customer Services Plan, the team set out to determine any weaknesses that affect the level of service that ETS provides and to determine what could be done to eliminate them. An extensive survey had been conducted that evaluated all areas of ETS, including customer service from the perspective of the entire college. The results of the survey were incorporated into the finding of the Help Desk Study Team. This team decided to develop a confidential survey that would evaluate ETS customer service from the perspective of those within the ETS division. The main areas of concerns included communications, the "gray" areas that exist between some of the departments in ETS, and insufficient staffing to keep up with current and future technology initiatives. The recommendations of the Customer Service Team focus on improving communications and coordination within the Educational Technology Services division. Appendices contain the Help Desk Study Team Final Report, ETS Customer Service Department Survey, Technology Plan Customer Service Survey, List of ETS staff surveyed, and Qualitative results of ETS Customer Service Department Survey. (JA)

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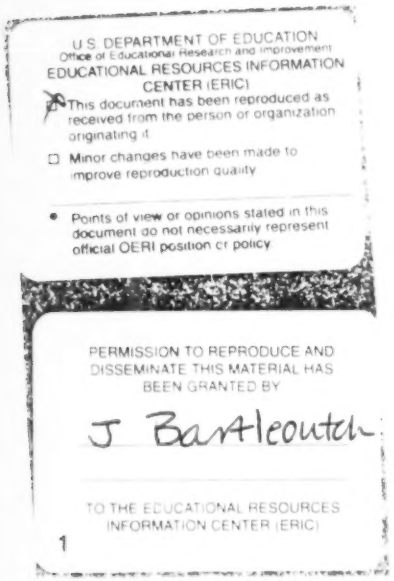
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Customer Services Team

JC010042

FINAL REPORT

MCC

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Customer Service Team Final Report

Submitted: September 14, 1999

Team Members

Bill Gruhn (Co-Chair)	ETS/Printing Services
Terry Keys (Co-Chair)	ETS/Instructional Support
Pat Bates	Student Services
Diane Cheasty	Academic Services
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Introduction

Customer service is the primary function of any support organizations. Educational Technology Services provides all aspects of technology support to the College. The "customers" of ETS include students, faculty and staff. In order to provide the best possible service to the College, it is crucial that ETS meets the needs of its customers in everything that it does. Realizing that there are always improvements that can be made, the Customer Service Team was created to evaluate the current practices in the Educational Technologies Services Division in terms of customer service. The goal of the team was to identify strengths and weaknesses and recommend actions for improvement. The team consists of members of ETS and representatives from Academic Services and Student Services. The following mission statement was developed to guide the team.

Mission Statement

> Educational Technology Service's mission is to provide technical support to students, faculty, and staff through the areas of Computing, Instructional Support, PC & Network Support, Libraries, and Telecommunications. The purpose of the Customer Service Team is to promote unparalleled customer service. To achieve this goal, the Teamwill evaluate current procedures within ETS and develop a plan to improve and standardize practices throughout the division.

Based on the mission statement the following goals were identified to focus the team's efforts.

Team Goals

Develop a Customer Service Plan including the following:

1. Report of current strengths and weaknesses
2. Recommendations for improvement
3. Process for evaluating departmental procedures
4. Standard evaluation form for client feedback of ETS Services

With these goals in mind the team set out to determine any weaknesses that affect the level of service that ETS provides and determine what could be done to eliminate them.

THE PROCESS

The first step the Customer Service Team undertook was to agree upon the following definition of customer service:

> Customer Service is the commitment to providing value added service to external and internal customers, including attitude, knowledge, technical support, and quality of service in a timely manner.

This definition determined the factors that we used to identify the strengths and weaknesses when looking at the current practices within ETS. The team also agreed that ETS currently provided good customer service to the College and that the purpose of this team was to improve upon these successes.

The second step was to evaluate any existing reports that would assist the process. Prior to the formation of this team, the ETS Help Desk was studied to determine its strengths and weaknesses. The Help Desk Study Team Final Report (appendix A) determined that many of the concerns that were previously identified as issues with the ETS Help Desk were actually issues pertaining to all of ETS. They were often observed through the ETS Help Desk because it is one of the customer service focal points for the division. While the Help Desk report developed a number of recommendations for improving the Help Desk, it also stated that the larger issues were related to all of ETS and action must be taken to fix the overarching issues to significantly improve service. It then recommended several actions for improvement. The Customer Service Team agreed to endorse all of the recommendations made by the Help Desk Study Team and use them as the basis for its work.

The team determined that the best way to evaluate the success of current ETS policies and procedures was through a survey (appendix B). During the research phase of the Technology Plan, an extensive survey had been conducted that evaluated all areas of ETS, including customer service from the perspective of the entire college (appendix C). The results of that survey were incorporated into the finding of the Help Desk Study Team. Therefore, this team decided to develop a confidential survey that would evaluate ETS customer service from the perspective of those within the ETS division. The respondents were given the option of returning the forms anonymously and the

opportunity to speak with any member of the team to further discuss their views. The team decided that qualitative questions would yield the most significant data. The limited size of the survey group (appendix D) would make the results manageable. The survey consisted of 21 questions that focused on the following areas:

- The definition of customer service
- Current perception of ETS customer service strengths/weaknesses
- Customer service training
- Current processes for job requests and feedback
- Job prioritization and tracking
- Communication with the customer
- Marketing
- Departmental policies and procedures
- Overlap of functions within ETS
- Communication/Coordination within ETS

The results of the survey (appendix E) were congruent with the findings of the Help Desk Study Team. The main areas of concerns included communications (internal to ETS and with the rest of the College), the "gray" areas that exist between some of the departments in ETS, and insufficient staffing to keep up with current and future technology initiatives. Specific weaknesses are addressed in each of the recommendations below.

The survey also confirmed the team's belief that the departments within ETS are successful in meeting the needs of the college in most instances. ETS is not "broken", but there are improvements that could be made concerning communications and customer service. The team also recognized that some of the areas of concern identified were not unique to ETS, but were also found throughout the College and in many other institutions. We hope that the recommendations that we developed will serve as a model for the rest of the college. Based on the results of the survey, and the research and finding in the Technology Plan and Help Desk Study Team, and our own experiences, the team developed recommendations for improving the customer service within the division.

CUSTOMER SERVICE TEAM RECOMMENDATIONS

The following recommendations were suggested/approved by the Team. The report from the Help Desk Study Team included recommendations for the Help Desk and recommendations for ETS. The Team agreed with these recommendations and decided to start with them in this report. They are reproduced verbatim from the Help Desk report. The first set of recommendations (1.1 – 1.5) are specific to the ETS Help Desk. The second set of recommendations (2.1 – 2.7) concern the entire division. The third set of recommendations (3.1 – 3.7) are the Customer Service Team's additional ones.

Help Desk Specific Recommendations (from Help Desk Study Team Report)

The team believes that the Help Desk is not "broken." There are several specific recommendations that can improve its functionality, but many of the concerns that are directed at the Help Desk are larger issues that ETS must resolve. Those issues are identified in the next section of the report. The team's recommendations specific to the Help Desk follow.

Recommendation 1.1

The current structure of the Help Line, which offers access to some of the services that ETS provides, should remain as the model. Each area on the Help Line (Computing, Equipment Services, and Telecommunications) responds to requests according to their department policies. The Help Desk in Computing Services also answers all software questions and training reservations. The other departments in ETS each have a number that can be called to for help. In essence, each department has its own "mini" Help Desk and the ETS Help Line ties some of them together.

The best place to answer questions specific to a department is within the department. It would be difficult to keep a centralized Help Desk operator cognizant of all the operations in each department. The "Help Line" funnels the caller to the appropriate department for service requests. Those who don't know who to call can be triaged by the current Help Desk (Computing). The main contact for each department will need occasional training to be able to direct callers to the right department. This does not alter

the current structure. The improvement that is needed is that each department should evaluate its approach to user calls and make sure that their areas of responsibility and procedures are well defined.

Recommendation 1.2

Each "mini" Help Desk should always be staffed during the normal working hours of the College. If the phone is not covered, the message should state a time frame in which a user can expect a return call.

Recommendation 1.3

Create an "answers" database accessible by the entire college that answers the most frequently asked questions. This will empower the users who want to find the answers themselves and help to encourage user responsibility by training all users to look there first. *(Note that this has been implemented by the ETS Help Desk since the report and is accessible via the MCC Web site.)*

Recommendation 1.4

The team was split on whether the rest of the departments in ETS should become part of the Help Line. The advantage is that there is one number to start with for any problem. The disadvantage is that the phone tree can become cumbersome. Each department should evaluate its needs and see if becoming a part of the Help Line would assist in their interaction with the users.

Recommendation 1.5

Advertise the services of the Help Line continually. Most studies of MCC have highlighted communication as being a major weakness. With this in mind, constant advertising that highlights the services that the Help Line can provide and mentions the services that are not supported is essential.

ETS concerns can be divided into three areas: lack of knowledge regarding whom in ETS to contact, gray areas, and customer service. The team's recommendations for each of the areas are described below.

Recommendation 2.1

Create an ETS cheat sheet to distribute to the college defining whom to call for specific problems. This has been done in the past but must be repeated regularly. This should be short and to the point.

Recommendation 2.2

Create an ETS "Bible" which goes into much more detail then the cheat sheet. The information from the Technology Orientation course offered through ETS would form the basis for this document.

Recommendation 2.3

Look at the departments that have overlapping responsibilities and re-define their roles and responsibilities to reduce the overlap.

This team believes that the gray areas that exist are mostly between Computing Services and Equipment Services. This is natural considering the complexity and integration of the technology at MCC. There will always be gray areas as far as users are concerned because many users do not have the technical expertise (and shouldn't be expected to) to determine exactly what the problem is, however, ETS must reduce these areas as far as the user is concerned.

Recommendation 2.4

Shield the user from the gray areas that can not be eliminated by appointing a person/group in one of the departments to be responsible for troubleshooting the problem and determining whose responsibility it really is.

Recommendation 2.5

Create a database that will be used to track any job request that passes from one department to another. This will minimize the number of times a user must re-explain the problem and will prevent a job from being lost between departments. It will also help to identify gray areas. The team discussed the possibility of creating a database that would track all job requests for the division, but was divided on whether or not to recommend it.

Recommendation 2.6

Each department must evaluate customer service policies and publish them. Areas of concern include response time, customer awareness of status of jobs (where they are on the list), time frame for completion, etc.

Recommendation 2.7

All of ETS must be trained on ETS Policies - misdirection and misinformation given to a user leads to false expectations.

Additional Recommendations from the Customer Service Team

The Customer Service Team strongly believes that by implementing the recommendations of the Help Desk Study Team, many of the areas of concern within ETS will be addressed. The recommendations below will further strengthen Customer Service provided by ETS.

Recommendation 3.1

Create a standing ETS Customer Service Team to address ongoing issues, keep open communications and identify overlapping services. The team recognizes that many of the recommendations identified in this report will require significant time and planning to implement. This new team will be charged with implementing the recommendations. It will also be charged (on a continuing basis) with monitoring ETS customer service and continually look for ways to improve it. The Vice President of ETS should determine the membership and tenure of the team.

Recommendation 3.2

Create an ETS single point of contact for specific tasks (i.e. building a new classroom, new employee setup, etc.) similar to the liaisons that ETS requires for departments. Currently, multiple ETS departments must often be contacted to accomplish a particular task. For example, when a computer classroom is being built, services could be required from PC & Network Support, Computing, Telecommunications, Instructional Technologies/Distance Learning and Professional Development. The individual planning the room often has to contact each department separately. This creates confusion for both the individual and ETS. Assigning a member of ETS to coordinate these activities would simplify the process for all parties involved.

Recommendation 3.3 (similar to recommendation 2.5 but expanded to include all jobs)

Create a centralized database to track jobs for all ETS departments

- To track jobs across departments
- To track emergencies to improve future response (and prevention)

Due to the complex nature of technology, many projects and service calls involve several areas of ETS. Each department currently has its own method of documenting and tracking job requests. This can lead to redundant efforts and miscommunications. Creating a centralized database that all departments could utilize would improve communications, coordination and tracking capabilities.

Recommendation 3.4 (similar to recommendation 2.6 but expanded to include all policies)

Publish ETS Policies and Procedures (including priorities) that describes the services provided by ETS, restrictions, requirements, timelines, deadlines, etc.

Many of the policies and procedures throughout the division are either not published or published in separate documents. Creating a single reference document that is available to the College would significantly improve communications by sharing the service that are provided (and the limitations).

Recommendation 3.5

Develop a consistent feedback form for services provided by ETS that can be used to identify weak points and improve customer service.

The only way to monitor and improve customer service is to solicit feedback from our customers. Some ETS departments currently use feedback/evaluation forms while others do not. By creating a standard form for the entire division, the process would be simplified and assist in identifying any weaknesses.

Recommendation 3.6

Evaluate the staffing issues related to the implementation of all technology projects to ensure that they can be supported without impacting existing technology commitments.

A major concern associated with technology is that staffing and workload are often overlooked when implementing new technology initiatives. This often jeopardizes the successful and timely completion of new projects, and also deteriorates the level of support for existing projects. This leads to an overwhelming backlog of projects that sometimes cannot be addressed for months. The College needs to constantly evaluate workload issues and not commit to projects that can not be accomplished in a reasonable timeframe. Each division must realize that there are a finite number of projects that can be completed and must work together to meet the labor demands created by these projects. This will eliminate the situation where employees are constantly working in "catch up" mode.

Recommendation 3.7

Provide in-service professional development opportunities on a regular basis for ETS (including customer service topics).

An integral part of excellent customer service is ongoing professional development. ETS should develop an internal professional development series that will provide opportunities for professional and personal growth. These sessions should also cultivate the realization that the services provided by each department are interrelated and that each area must communicate and interact to ensure that we provide the best possible customer service to the college community.

CONCLUSION

In reviewing the goals of this team, we have addressed the strengths and weaknesses, and recommended a course of action for overcoming the weaknesses. We determined that the Customer Service Team recommendations addressed in goal 3.1 should address the ongoing issue involved in evaluating departmental procedures and the creation of a standard evaluation form.

The recommendations of the Customer Service Team focus on improving communications and coordination within the Educational Technology Services division. By addressing these issues, the efforts of each of the departments will become easier as the duplication of efforts and misdirection that sometimes occurs is eliminated. To reiterate, the team believes that the services currently provided by ETS are successful and much is accomplished, but the weaknesses discussed in this report must be addressed in order to raise our services to the next level.

APPENDICES

The appendices include the following items.

A. Help Desk Study Team Final Report

B. ETS Customer Service Department Survey

C. Technology Plan Customer Service Survey

D. List of ETS staff surveyed

E. Qualitative results of ETS Customer Service Department Survey

Help Desk Study Team
Final Report

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Help Desk Study Team Final Report

Submitted: March 30, 1998

Team Members

Terry Keys, Chair
Bob Bertram
Marilyn Christian
Jane Cummings
Marie Gibson
Millie Lewis
Ellen Mancuso
Mike Slattery
Joan Smith
Bob Teague

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Help Desk Study Team Findings and Recommendations

The ETS Help Desk has evolved over time and in order to understand the issues that this team examined, its evolution should be discussed briefly. It is also necessary to understand the forma of the Help Desk.

The Help Desk consists of two components: the Help Line, and department help desks. The He Line is a number offering a phone tree to available departmental help desks. The help desks are responsible for answering questions and taking service requests for the departments.

The Information Technology Help Line was originally created in an effort to provide one phone number for any requests for both Information Services (including Telecommunications) and Equipment Management. The mission of the Information Services Help Desk was to facilitate problem management for both the College end-user community and the Information Services Department with respect to administrative computing, personal computing network computing and telecommunications needs. Originally, the Information Services Help Desk was staffed by four people on a rotating shift, with four other people available as backup support. The Help Desk was originally meant as a service that would improve interaction with the College community.

Over time the College's perception of the function of Help Desk has expanded while its staff ha diminished. Since the creation of ETS, the Help Line has expanded to include an option for Telecommunications and is viewed by the College as the number to call for any ETS problem. The Computing Help Desk has become the option to select if the user does not know whom to call. At the same time staffing has been reduced to two employees (with other job duties) and one intern. This has led to a situation where there are times that the Help Desk is not staffed and a caller must leave a message.

Concern over this situation led to the creation of the Help Desk Study Team to evaluate the Hel Desk and make recommendations where appropriate. In evaluating the Help Desk, the following questions were asked:

- What is its purpose?
- Who does it serve?
- What are the problems?
- Where do they lie?
- Is it broken?
- If so, can it be fixed?

The conclusions that follow are based on the analysis of the extensive research done during the creation of the Technology Plan and from the team members' expertise.

Conclusions

The major hurdle that the team faced in studying the Help Desk was determining what problems were related to the Help Desk and what problems needed to be solved by ETS as a whole. To answer these questions we tried to divide the areas of concern and needs into two categories: those specific to the Help Desk and those relating to all of ETS.

Help Desk Concerns

The following concerns relate specifically to the Help Desk and it operation.

- There is a misconception about what the role of the Help Desk really is. Most end users expect the Help Desk (in Computing) to be able to assist with all of their ETS problems (and many others). The reality is that the Help Desk only directly represents a portion of ETS including questions about software, mainframe applications, professional development opportunities and Computing Services operations. Note that there is a distinction between the "Help Desk" and the "Help Line". When a user calls the Help Line (extension 4357) they are presented with a menu tree with four options. The Help Desk is what people get when they choose "1", PC and Network Support are "2", Telecommunications is "3" and "4" allows the caller to leave a message. This is significant because we realized that each department already has a "mini" HD that is prepared to answer questions about departmental responsibilities. Some of these "mini" Help Desks can be accessed through the Help Line while others can not.
- The word "Help" creates the expectation of instant gratification. A user calling the Help Line expects immediate help. When they choose an option and must leave a message on voice mail they do not know when their concern will be answered and their expectations are not met.
- The Help Desk is not continually staffed during the College's standard working hours (8:45am to 4:45pm).
- The Help Desk staff is not always aware of changes that other departments have made or problems that are occurring. When this happens they can not provide accurate information to callers.

Help Desk Recommendations

This team believes that the Help Desk is not "broken." There are several specific recommendations that can improve its functionality, but many of the concerns that are directed at the Help Desk are larger issues that ETS must resolve. Those issues are identified in the next section of the report. The team's recommendations specific to the Help Desk follow.

Recommendation 1.1
The current structure of the Help Line, which offers access to some of the services that ETS provides, should remain as the model. Each area on the Help Line (Computing, Equipment Services, and Telecommunications) responds to requests according to their department policies.

The Help Desk in Computing Services also answers all software questions and training reservations. The other departments in ETS each have a number that can be called to for help. In essence, each department has its own "mini" Help Desk and the ETS Help Line ties some of them together.

The best place to answer questions specific to a department is within the department. It would be difficult to keep a centralized Help Desk operator cognizant of all the operations in each department. The "Help Line" funnels the caller to the appropriate department for service requests. Those who don't know who to call can be triaged by the current Help Desk (Computing). The main contact for each department will need occasional training to be able to direct callers to the right department. This does not alter the current structure. The improvement that is needed is that each department should evaluate its approach to user calls and make sure that their areas of responsibility and procedures are well defined.

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Each "mini" Help Desk should always be staffed during the normal working hours of the College. If the phone is not covered, the message should state a time frame in which a user can expect a return call.

Recommendation 1.3
Create an "answers" database accessible by the entire College that answers the most frequently asked questions. This will empower the users who want to find the answers themselves and help to encourage user responsibility by training all users to look there first.

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The team was split on whether the rest of the departments in ETS should become part of the Help Line. The advantage is that there is one number to start with for any problem. The disadvantage is that the phone tree can become cumbersome. Each department should evaluate its needs and see if becoming a part of the Help Line would assist in their interaction with the users.

Recommendation 1.5
Advertise the services of the Help Line continually. Most studies of MCC have highlighted communication as being a major weakness. With this in mind, constant advertising that highlights the services that the Help Line can provide and mentions the services that are not supported is essential.

ETS Concerns

The concerns listed below are often reported at the Help Line but can not be resolved by simply "fixing" the Help Line. They are issues that affect ETS as a whole and must be resolved across the Division. These issues do not arise for most user requests that come to ETS, but they are prevalent enough to warrant concern.

- There is a lack of knowledge throughout the College regarding whom within ETS to go to for resolving certain problems. Some problems fall into gray areas that exist between departments. The majority of the gray areas are between Computing Services and Equipment Services. User problems that fall into these areas are sometimes passed back and forth between the departments and remain unresolved.
- This lack of knowledge also exists within ETS. Users are sometimes passed from department to department. This is the most detrimental when the final answer to the user is that their concern is outside the realm of ETS' responsibilities.
- Follow-ups on problems or job requests are lacking or slow and the users do not know if their problems are being resolved.
- The MCC "culture" is to call who you know, not necessarily the right person for the task. A great deal of the ETS staffs' time is spent fixing problems that are outside the particular person's area of responsibility. This problem arises when the standard operating procedure does not immediately satisfy the user.
- There are ETS services that are sometimes requested outside of the College's standard hours (8:45 - 4:45). What services should be available outside these hours?

ETS Recommendations

ETS concerns can be divided into three areas: lack of knowledge regarding whom in ETS to contact, gray areas, and customer service. The team's recommendations for each of the areas are described below.

Recommendation 2.1
Create an ETS cheat sheet to distribute to the college defining whom to call for specific problems. This has been done in the past but must be repeated regularly. This should be short and to the point.

Recommendation 2.2
Create an ETS "Bible" which goes into much more detail then the cheat sheet. The information from the Technology Orientation course offered through ETS would form the basis for this document.

Recommendation 2.3
Look at the departments that have overlapping responsibilities and re-define their roles and responsibilities to reduce the overlap.

This team believes that the gray areas that exist are mostly between Computing Services and Equipment Services. This is natural considering the complexity and integration of the technology at MCC. There will always be gray areas as far as users are concerned because many users do not have the technical expertise (and shouldn't be expected to) to determine exactly what the problem is, however, ETS must reduce these areas as far as the user is concerned.

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Each department must evaluate customer service policies and publish them. Areas of concern include response time, customer awareness of status of jobs (where they are on the list), time frame for completion, etc.

Recommendation 2.7
All of ETS must be trained on ETS Policies - misdirection and misinformation given to a user leads to false expectations.

Summary

The questions that started our study led to the realization that much of what we looked at concerned more then just the Help Desk (or Help Line). They affect ETS and its interaction with the rest of the College. Our recommendations specific to the Help Desk do not significantly change the current structure of it, because we do not think it is broken. They simply improve its weak points. In our discussions, we always ended with the realization that many of the concerns that we were looking at could not be remedied by "fixing" the Help Desk. This team believes that the recommendations made for ETS can significantly reduce the service issues that triggered the creation of the Help Desk Study Team and currently create black eyes" for the division.

Unanswered Questions:

This team could not answer the following questions but recognized that they are important and should be examined.

1. How do we address needs of faculty/staff working outside the standard college hours?
2. How do we address student needs? (modem support, distance learning students, etc.)

ETS Customer Service Department Survey

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ETS Customer Service

Department Survey, November, 1998

The ETS Customer Service team developed this survey in order to evaluate ETS customer service from the perspective of those within the ETS division. The survey is being sent to all *(full time and part time)* ETS staff members. The survey results will be used to enhance the level of customer service across the ETS division. Please submit your responses to Bill Gruhn by **December 21, 1998**. For those who wish to respond confidentially, please send your responses to Bill via inter-office mail. If you choose to include your name on the survey, you have the option of submitting your responses through inter-office mail or e-mail (wgruhn@monroecc.edu). If you would like to discuss this topic confidentially with any member of the Team, please contact them directly. Your input is important to us; thank you for taking the time to complete this survey.

ETS Customer Service Team: Bill Gruhn (co-chair), Terry Keys (co-chair), Pat Bates, Diane Cheasty, Marilyn Christian, Bob Cunningham, Bianca Ferguson, Millie Lewis, Ellen Mancuso, Dick Ryther, Pam Weidel

Name (optional):
Department: (required):

1. How do you define *customer service* within your department?

2. Do you feel comfortable with the level of customer service that you are able to provide? If no, please explain.

3. Do you feel well trained in the area of customer service? If yes, please briefly describe the extent of this training.

4. Who are the primary customers of your department? (faculty, staff, students et al)

5. What is your department's primary source of customer contact? (face-to-face, telephone, e-mail or inter-office mail)

6. Does your department currently solicit feedback from your customers? If so, how?

7. How does your department process requests for service?

8. How are job requests tracked by your department?

9. How does your department prioritize the in-coming requests?

10. Please indicate the average turn-around times for the range of services that are provided by your department How do you let your customers know this expected timetable? Do you notify your customers in advance when this anticipated timetable changes?

11. How do you advertise and describe the services that your department provides to the College community?

12. What is your department's process for notifying customers when their job has been completed?

13. If there is a problem with a job (or service) and it can't be finished on time how does your department inform the customer. How does this notification take place? (in writing, in person, via telephone, e-mail, etc.?)

14. Are there processes within your department that could be revised in order to enhance the level of customer service? If yes, please briefly describe your recommendations for improvement. Attach any forms used.

15. Do you have a current set of departmental policies and procedures? Are they published? If so, are they published internally (within your department), externally, or both? Is customer service explicitly mentioned in these policies or procedures?

16. To what extent do your departmental functions overlap (and require coordination) with other departments within ETS? Please briefly describe the nature of these functions and the average frequency (once a day, once a week, once per month, etc.) of this overlap.

17. What process is used to communicate and coordinate these overlapping functions with other ETS departments?

18. What are the strengths and weaknesses of this current process? (Please specifically address the customer service implications of this process)

19. What suggestions do you have to improve coordination of effort within the ETS division? To what extent does this enhanced coordination increase the level of ETS customer service?

20. In addition to the increased coordination of effort initiatives mentioned above, please list other ETS customer service issues that you feel need to be addressed. Please include your recommendations for ways in which to improve the levels of customer service in these areas.

21. Please provide any other ETS customer service comments or suggestions below. Thank you.

Technology Plan Customer Service Survey

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Educational Technology Services

E T S

Educational Technology Services
Customer Satisfaction Survey
October, 1996

MONROE COMMUNITY COLLEGE

Monroe Community College's ETS Division is conducting a survey of the college community. Our goal is to provide maximum service to users. We welcome your comments on our performance. **Your feedback will allow us to make improvements that may be needed for customer satisfaction.**

Please take a few minutes to complete this survey to help us serve you better. An insert is included that provides a brief description of each area of the ETS Division to help you identify the services they provide.

Return completed surveys to Bill Gruhn, MCC Print Shop, by **November 1st.** Thank you for your participation.

Please begin by providing us with the following information:

Work Location
- ❑ Brighton Campus
- ❑ Damon City Campus
- ❑ Other

Years Employed at MCC
- ❑ Less than one year
- ❑ 1-3 Years
- ❑ 4-6 Years
- ❑ 7-10 Years
- ❑ Over 10 Years
- ❑ Over 20 Years
- ❑ Over 30 Years

Work Status
- ❑ Full-Time
- ❑ Part-Time

Today's Date: _____

Employment
- ❑ Faculty
- ❑ Staff
- ❑ Adjunct
- ❑ Administration

Please choose the appropriate response for each question. The "Quality of Service Items" consist of four questions with response choices, "4" being the Highest (Always) and "1" being the lowest (Never). Additional space is provided for your comments.

A. Computing Services/ Computer Operations

To what extent do you use this service?
❑ Often ❑ Occasionally ❑ Not at all
If not why? _____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area.
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments: _____

B. Computing Services/ Programming Services

To what extent do you use this service?
❑ Often ❑ Occasionally ❑ Not at all
If not why? _____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area.
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments: _____

C. Distance Learning

To what extent do you use this service?
❑ Often ❑ Occasionally ❑ Not at all
If not why? _____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area.
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments: _____

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D. Electronic Learning Center

To what extent do you use this service?
❑ Often ❑ Occasionally ❑ Not at all
If not why? _____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments: _____

E. Equipment Services

To what extent do you use this service?
❑ Often ❑ Occasionally ❑ Not at all
If not why? _____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments: _____

F. Faculty Innovation Center

To what extent do you use this service?
❑ Often ❑ Occasionally ❑ Not at all
If not why? _____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments: _____

G. HELP Desk

To what extent do you use this service?
❑ Often ❑ Occasionally ❑ Not at all
If not why? _____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments: _____

H. Instructional Techology Graphic/Publication Photo/Video Production

To what extent do you use these services?
❑ Often ❑ Occasionally ❑ Not at all
If not why? _____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments: _____

I. Instructional Technology- Equipment Video Request

To what extent do you use these services?
❑ Often ❑ Occasionally ❑ Not at all
If not why? _____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments: _____

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J. Library Services/ Circulation Reserve - Checkout Brighton Campus

To what extent do you use these services?
❑ Often ❑ Occasionally ❑ Not at all
If not why?_____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area:
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments:_____

K. Library Services/ Damon City Campus

To what extent do you use this service?
❑ Often ❑ Occasionally ❑ Not at all
If not why?_____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area:
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments:_____

L. Library Services/ Information Services - Reference Desk Brighton Campus

To what extent do you use this service?
❑ Often ❑ Occasionally ❑ Not at all
If not why?_____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area:
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments:_____

M. Mail Center

To what extent do you use this service?
❑ Often ❑ Occasionally ❑ Not at all
If not why?_____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area:
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments:_____

N. Network and PC Support

To what extent do you use these services?
❑ Often ❑ Occasionally ❑ Not at all
If not why?_____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area:
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments:_____

O. Printing Services/Copy Center

To what extent do you use these services?
❑ Often ❑ Occasionally ❑ Not at all
If not why?_____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area:
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments:_____

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P. Records Retention and Microfilming

To what extent do you use this service?
❑ Often ❑ Occasionally ❑ Not at all
If not why?_____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area.
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments:_____

Q. Telecommunications/ Administrative, User & Operator Services

To what extent do you use these services?
❑ Often ❑ Occasionally ❑ Not at all
If not why?_____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area.
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments:_____

R. Telecommunications/ Faculty/Staff Directory

To what extent do you use this service?
❑ Often ❑ Occasionally ❑ Not at all
If not why?_____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area.
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments:_____

S. Telecommunications/ Installation & Related Services

To what extent do you use these services?
❑ Often ❑ Occasionally ❑ Not at all
If not why?_____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area.
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments:_____

T. Technology Training

To what extent do you use this service?
❑ Often ❑ Occasionally ❑ Not at all
If not why?_____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area.
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments:_____

U. Word Processing

To what extent do you use this service?
❑ Often ❑ Occasionally ❑ Not at all
If not why?_____

Quality of Service Items	Always 4	3	2	Never 1
1. Responds promptly to requests	❍	❍	❍	❍
2. Provides accurate information	❍	❍	❍	❍
3. Exhibits helpfulness & courtesy	❍	❍	❍	❍
4. Demonstrates flexibility	❍	❍	❍	❍
5. Performs functions effectively	❍	❍	❍	❍

Overall Rating on Customer Service for this area.
❑ Excellent ❑ Satisfactory ❑ Needs improvement

Comments:_____

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ETS Staff Surveyed

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NAMES	DEPARTMENT
VANESSA ANDERSON	COMPUTING
CHRISTINE ANTHONY	PROFESSIONAL DEVOLPMENT
DAN BAMBUROSKI	COMPUTING
WALTER BATCHELOR	COMPUTING
CAROL BATTLES	MAIL SERVICEES
BEN BERGERSEN	COMPUTING
ROBERT BERTRAM	COMPUTING
LINDA BURGER	ETS VP OFFICE
CAROL BURRITT	INST TECH-DISTANCE LEARNING
MARILYN CHRISTIAN	TELECOMMUNICATIONS
JAMES COLLEY	EQUIPMENT SERVICES
CHERYL CONFAROTTA	ETS VP OFFICE
PAT CORIALE	COMPUTING
JANE CUMMINGS	COMPUTING
CHRIS DAILY	LIBRARY
BARBARA DANLEY	VP ETS SERVICES
MOIRA DOLAN	MAIL SERVICES
RON DELLAPORTA	EQUIPMENT SERVICES
DAN DREW	INST TECH-DISTANCE LEARNING
DEBBIE EMERSON	LIBRARY
ROBERT FATHERGILL	COMPUTING
MARIE FETZNER	ETS VP OFFICE
PETER GENOVESE	LIBRARY
MARIE GIBSON	PROFESSIONAL DEVOLPMENT
ELLEN GOZIK	INST TECH-DISTANCE LEARNING
RICH GRAKOWSKY	EQUIPMENT SERVICES
BILL GRUHN	PRINTING SERVICES
KATHLEEN GUCHONE	COMPUTING
BRENDA HAMILTON	WORD PROCESSING
LINDSAY HAMPTON	LIBRARY
ALICE HARRINGTON	LIBRARY
CHRIS HIRSCHLER	MAIL SERVICES
LAUREN JOHNSON	COMPUTING
CATHY JURS	COMPUTING
KIM KELLERSON	TELECOMMUNICATIONS
TERRY KEYS	INST TECH-DISTANCE LEEARNING
CHRISTY KLEIN	TELECOMMUNICATIONS
TIM KUHMAN	PRINTING SERVICES
DAVID LEPPLA	INST TECH-DISTANCE LEARNING
MILLIE LEWIS	COMPUTING
MARIA LOCURCIO	PRINTI[illegible] SERVICES
CAROL LYNESS	EQUIPMENT SERVICES
BRIAN MAGIN	PRINTING SERVICES
DALE MALLORY	DIR-EQUIPMENT SERVICES
ELLEN MANCUSO	LIBRARY
PAT MARTINEZ	WORD PROCESSING
LUIGI MARTUSCIELLO	PRINTING SERVICES
KAREN MCCANDLISH	LIBRARY
ROBERTA MCKECHNEY	LIBRARY
JANET MCNAMARA	LIBRARY
VEERONICA MEE	LIBRARY
ROGER MILES	EQUIPMENT SERVICES
DEBBIE MOHR	LIBRARY

ANN OBERRECHT	LIBRARY
ANN PENWARDEN	LIBRARY
KYM POCIUS	COMPUTING
DONNA POGROSZEWSKI	COMPUTING
JAMES POLK	MAIL SERVICES
VINCE PRATT	PRINTING SERVICES
VINCENT PRESTIANNI	LIBRARY
ROBERT REYNOLDS	COMPUTING
RANDY REZABEK	PROFESSIONAL DEVOLPMENT
SANDRA RICE	COMPUTING
BARB ROBINSON	COMPUTING
LAURA SEAVY	EQUIPMENT SERVICES
EILEEN SEIDEL	WORD PROCESSING
MICHELE SKEHAN	PRINTING SERVICES
MIKE SLATTERY	EQUIPMENT SERVICES
DEBBIE SMITH	TELECOMMUNICATIONS
JOAN SMITH	TELECOMMUNICATIONS
TOBIE SMITH	LIBRARY
RICHARD SQUIRES	LIBRARY
EDWARD STANDHART	COMPUTING
MARY JANE THOMAS	PRINTING SERVICES
BRETT THOMPSON	EQUIPMENT SERVICES
JEFF THOMPSON	PROFESSIONAL DEVOLPMENT
RAY TREAT	INST TECH-DIS LEARNING
DAVID TRUMAN	EQUIPMENT SERVICES
SHARRON WAIDE	PROFESSIONAL DEVOLPMENT
STARR WALLER	COMPUTING
DEBRA WATSON	COMPUTING
BESS WATTS	LIBRARY
STEVE WEIDER	INST TECH-DISTANCE LEARNING

ETS Customer Service Department Survey

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ETS Customer Service

Department Survey, November, 1998

The ETS Customer Service team developed this survey in order to evaluate ETS customer service from the perspective of those within the ETS division. The survey is being sent to all *(full time and part time)* ETS staff members. The survey results will be used to enhance the level of customer service across the ETS division. Please submit your responses to Bill Gruhn by **December 7, 1998**. For those who wish to respond confidentially, please send your responses to Bill via inter-office mail. If you choose to include your name on the survey, you have the option of submitting your responses through inter-office mail or e-mail (wgruhn@monroecc.edu). If you would like to discuss this topic confidentially with any member of the Team, please contact them directly. Your input is important to us; thank you for taking the time to complete this survey.

ETS Customer Service Team: Bill Gruhn (co-chair), Terry Keys (co-chair), Pat Bates, Diane Cheasty, Marilyn Christian, Bob Cunningham, Bianca Ferguson, Millie Lewis, Ellen Mancuso, Dick Ryther, Pam Weidel

Name (optional):

Department: (required):

How do you define *customer service* within your department?

1 Servicing students, outside public, staff.
2 We provide direct customer service to library users in providing materials services and instructions in/assistance with the use of them In the tech services team, we provide indirect customer service to library users and direct service to library employees through support functions such as acquisitions, cataloging and processing.
3 By assessing the needs of our own clients and meet those needs (when possible) by offering assistance and instruction in proper use of the resources available
4 Timely response to calls for help. The response can precede fixing the problem, but should include a reasonable time slot for accomplishing the work.
5 Our department has no official definition for customer service
6 No definition in our department.
7 Assisting users with any problem they may have even if you are not the responsible person. It may mean referring them to the person who is responsible or to the Help Desk if you are not sure
8 Responding to our customer's needs with the correct answer, Finding the correct answer, or directing them to someone with a correct answer.
9 Successfully connecting the patron or customer with the material or information they need
10 Meeting the customers needs as efficiently and promptly as possible.
11 Meeting the information needs of the students, faculty and staff of Monroe Community College
12 Pleasantly and as efficiently as possible, supplying students with the library materials that they need.
13 Giving the customers what they want, when they want it in a quality manner.
14 Being ready willing and able with enjoyment and excellent knowledge to know the very important needs of your customer. We do it with professionalism and teamwork. From the feedback, job well done is always our goal.

15 Trying to help the customer with his or her needs in a professional manner.
16 To deliver quality service and products in a timely fashion and to put the customers needs before your own.
17 Customer service is the act of serving and assisting the customer. Good customer service is providing the "extra personal" touch and treating a customer like you would like to be treated. A genuine concern for the customer's needs is **very** important.
18 Providing equipment to instructors in classrooms and be sure the equipment is working properly. Providing graphics, publications to the college.
19 fast turnaround, 'do it now', always give them an answer or a solution even if it means referring them to someone else, listen to their needs - lots of consulting - take time with them.
20 Our "relationship" and interaction with students, faculty & staff interacting in Learning Center, FIC and training activities.

Do you feel comfortable with the level of customer service that you are able to provide? If no, please explain.

1 Somewhat -I am new and still learning about how things work at the college.
2 In direct customer service (I serve a few hours a week at the LVG information desk) there are times when the library is too buy to offer more assistance to users but in general I think we do a good job. In tech services the same concerns of workload applies above in terms of cycles of heavy workload but again I think we do a good job.
3 Yes
4 Yes
5 No our resources are in adequate to respond to many student and faculty requests. We are especially lacking in technical support.
6 Yes-some service No in other aspects
7 Most of the time the answer is yes. Right now all requests for service which do not relate to y2k or are not critical are being put on the back burner. But most users are understanding
8 yes
9 Yes mostly - but it would be great to be able to spend more time one to one with the patrons/customers.
10 yes
11 No. We lack the technical support necessary to make things function smoothly, so we are constantly plagued by broken copiers, malfunctioning card readers, inoperable microfilm machines, poor printing capability, unusable workstations, and network and access difficulties. Because of these situations, there are times when some of our resources and/or services are not available to our users.
12 yes
13 yes
14 yes
15 Yes I do.
16 There is always room for improvement. But I feel as a whole we strive to honor requests when they are needed.
17 No, improvements can always be made. I would like to see a total ETS customer service plan that all departments would be part of. Looking forward to your findings & suggestions.
18 No, I feel that I could do more for our customers if I knew where the rooms are and if I knew how to do some of the problems that are called in.
19 Yes, with my ability to accommodate most requests on a personal level. There is room for improvement in the areas of labeling and packaging finished products & marketing.
20 The things we do more than adequate - where we fall short is space/room to perform these activities for greater numbers of people.

Do you feel well trained in the area of customer service? If yes, please briefly describe the extent of this training.

consultant and lasted about one day.
1 Same as above #2
2 As I had previous reference experience, I didn't receive in depth training for working at the info desk, but gradually figured out on the job where the key reference sources were kept and how to use them- and have tried to keep up with new electronic resources as we acquire them. We have had opportunities for some formal training through ETS Professional Development, the Rochester Regional Library council and other sources. In Tech services, I feel well trained to respond to our" constituents" through my previous experience in several other libraries.
3 Yes- My customer service background has included training from Walt Disney World and Paychex.
4 Yes its part of the professional; education packages and is stressed by in-house philosophies and practices.
5 NO
6 NO
7 I did receive some training when I worked at SCT. It was a customer service course given by a consultant and lasted one day.
8 Yes -On the job training; using databases and experience to provide solutions as quickly as possible.
9 blank
10 Yes, I have worked in four different libraries, in 6 different departments. This gives me the chance to work with different customers with different needs.
11 Yes, I have extensive customer service training, not only here but in previous positions as well. I used to work in retail, where customer service is (or should be) the #1 priority
12 Yes I received very thorough training at the beginning of my employment here, so that I understood quite well all the systems involved in providing good "customer service." The library has its own training manuals and definite plan for the training of a new employee. At circulation, **our entire** job is customer service!
13 Yes, although I haven't had formal training.
14 Definitely always be courteous and really knowledgeable of their needs and ready to provide it.
15 I don't feel well trained, but I feel confident in helping our customers with their needs.
16 No formal customer service training.
17 Yes, I was trained at my last position outside of MCC. I had 15 hours of on-the-job & classroom training. (my department contributes to the development of the corporate training model)
18 I feel I am well trained in customer service because I have taken customer service classes in college.
19 Yes, having worked in several private sector jobs & owning my own company at one time. If I didn't meet the customer's expectation, or didn't turn the job around quickly, I didn't get paid. People expect reasonably short waiting periods.
20 No, have taken no "official" classes or seminars in customer service. I think this topic would make for an interesting ETS retreat!

Who are the primary customers of your department? (faculty, staff, students et al)

1 All
2 Info desk direct service: students, faculty, staff, and public users. Tech services indirect services benefit library users (above categories) indirectly, library staffs more directly.
3 students
4 all

5.Students, faculty, administration and staff (in descending order by volumes of requests
6 Students, faculty, staff
7 Faculty and staff-primarily administrative departments
8 Faculty and staff
9 Students first then staff & faculty
10 Students
11 Students, Faculty/staff, former students (now attending other colleges), Community users
12 Students primarily, then faculty
13 Faculty/Staff & Administration
14 All of them Really & Big customer (Foundation)
15 Faculty and Staff
16 Faculty and staff, we don't directly provide service to students.
17.Faculty, staff & students at MCC. We also assist outside customers using our equipment & facilities. (Use of facilities - Jean Cray)
18 Faculty, staff & students are all primary customers.
19 Faculty first - administration second.
20 All three - Learning center for students, Training room, FIC for faculty & staff

What is your department's primary source of customer contact? (Face-to-face, telephone, e-mail or inter-office mail)

1 Telephone- E mail
2 face to face
3 face to face
4 face to face
5 face to face for students and staff, telephone/E-mail for faculty and administrators
6 telephone, e-mail, inter office faculty, staff, and students- some face to face
7 email
8 e-mail with phone a close 2nd
9 Primary -face-to-face
10 face to face
11 face-to-face
12 face-to-face
13 A little bit of each
14 A little of each
15 face to face
16 Inter office mail, face to face, telephone
17 Telephone is our primary source of customer contact.
18 I believe the primary source of customer contact is through telephone. However, we have had face to face contact & inter-office mail.
19 telephone, face to face, e-mail
20 Face-to- face

Does your department currently solicit feedback from your customers? If so, how?

1 not sure

2 not that I'm aware of
3 Yes there is a comment box located at the front desk
4 no
5 there are some feedback forms used-not consistently
6 no
7 not sure
8 Yes surveys and questionnaires
9 Not at the moment. In the past we had a survey for the patrons/customers to fill out.
10 I directly ask them if we can help them, what they need, if they found everything o.k.
11 We have done a customer service survey (maybe 5 years ago?) On a less formal level, we invite feedback constantly by asking users to report back to us, letting us know if they found what they needed. Faculty are asked to evaluate library instruction classes.
12 Not in a direct way - we do have a suggestion form available and we do get feedback from some students as they are served by just checking to make sure that they're finding things all right.
13 No
14 No
15 no
16 Yes, periodically we attach a satisfaction survey card to completed orders.
17 We have done surveys and continually talk to our customers in regards to their needs and needs in the future.
18 Not that I am aware of
19 Not really, I do it, they get it, they leave. I make sure what the customer wants before hand.
20 yes - training evaluations

How does your department process requests for service?

1 work orders
2 first come first serve basis
3 submit a problem report to equipment management.
4Immediate service given-forms for longer-term service needed and follow through process.
5 First come first serve with some exceptions for priority requests by administrators. Faculty are asked for feedback on turn-around time needed and every effort is made to meet that time -line.
6 First come first serve
7 Most requests are given to Supervisor and she assigns them to programmers. Some users call me directly especially when the request is a minor one.
8 via the chain of command
9 First in line - gets waited on first
10 on line library software
11 Varies in different areas of the library. Most are processed through our integrated library system. Interlibrary loan requests are processed through department dedicated to that service. Request for in-class library instruction are processed by the librarians in charge of instruction.
12 Most of these requests are handled through our library computer system - Reference librarians and ILL would fill most of any other kind of service requests.
13 I have my own custom designed order form. Jobs are produced by my student or me aides.
14 job orders, log in computer
15 I don't know
16 All requests for service require a written work order to be completed. All information concerning the request is recorded on this form.
17 Orders are processed using a job order form. Requests can be made via telephone, in person, via e-mail, or inter office mail.

18 Normally equipment requests are written on forms. Other requests are usually called in or through inter-office mail.
19 Duplications are done as they enter, videotaping, editing, teleconferences, D.L. activities are all scheduled & time dependent, Return phone calls & emails as soon as possible - I hate when a customer has to call twice!
20 Phone requests initiated by fac/staff, most training registrations through Help Desk

How does your department track job requests?

1 computer
2-info desk I handle each request as it comes in: those more suited to the reference librarians I pas along to them. We keep statistics on numbers and types of questions by 2 hour periods throughout the day. Tech services we keep statistics on numbers and types of items cataloged and length of time from receipt to final processing
3 blank
4 by computer
5 In some areas computer systems used track requests by date requested and requestor's name
6 Computer systems
7 We have a Lotus Notes database of all programming requests.
8 Data bases, lotus notes, outlook
9 We don't have job requests face to face. We place holds on line on items checked out by others; we place traces on line when items are available but patron can't find & fill out search card. Start searching immediately & call patron when item is found & placed on hold shelf. Call on holds when returned.
10 on line statistics
11Again, it varies in different areas and depending on what request is for. In most cases request would be tracked electronically. For example, Interlibrary Loan uses an electronic system; transfers within our libraries are handled by our integrated library system; we maintain an on line calendar for library instruction requests.
12 Computer reports? (Not quite sure what would be considered a "job request")
13 I enter jobs in a book - date in date out, etc. I keep order forms in a binder and attach the completed form to the completed job. Customers sign & date the form when they pick up the job. I add up jobs every month and keep totals in an Excel database.
14 Job order, computer, workers & secretary
15 I don't know
16 Any request for service that requires more than 2 days to finish is logged into the computer tracking system. Most copying jobs are in and out and are to numerous to put into the computer to track. We do however keep a copy of the job request.
17 Jobs are tracked via job order slips and a master-scheduling book (semester long)
18 They are normally put into a book (equipment).
19 Job request forms, job logs.
20 Training databases to track people & generate certificates. FIC log sheet

How does your department prioritize the in-coming requests?

1 high, regular and low
2 in person requests take priority over phone requests. Mcc affiliated requests may take priority over those from non mcc users.
3 first come first serve
4 first in first out mostly, rush requests get immediate attention
5First come first served. We ask customer to prioritize requested when necessary
6 first come first service. If it's urgent, request may come before others
7 The user usually lets us know how important the request is. If the project is federally mandated or mission critical (i.e. grades) then those take top priority. We also have a users group that that meets to approved and prioritize major projects.
8 by date/time needed, then as received.
9 First - face to face in line. Holds & traces found - notify when a pause in face to face.
10 First come first serve.
11 In most cases, first-come, first-served. Faculty having research requests are asked for a deadline, which allows us to prioritize their requests.
12 First come first served for any service we offer.
13 by date
14 Emergency jobs first, go by dates due (or dates)
15 I believe by the dates with which they are received.
16 Most jobs are completed by date requested
17 Incoming requests are processed on a first come first serve basis.
18 Equipment requests are prioritized by what day and time they are needed. I believe other requests are prioritized the same way.
19 First come first serve for video duplication. Their dub jobs get placed in the line.
20 By availability of rooms/instructors

Please indicate the average turn-around times for the range of services that are provided by your department How do you let your customers know this expected timetable? Do you notify your customers in advance when this anticipated timetable changes?

1 few days
2 Info desk- usually a few minutes- we only notify users if we think it will take longer to do more in depth research. Tech services-average turnaround from receipt to item to final is about 2 months
3 blank
4 24-48 hours, schedule is posted
5 1 to 5 days. Customers are informed at time of request if time frame can't be met (very unusual) customers are informed by email or by phone
6 2 days- to two 2 weeks notified by mail or phone
7 Minor requests are Frequently serviced within a day or two. For larger projects the user is given a time estimate. Yes, customers are notified
8 24-48 hours, verbally and noted on forms. Yes
9 We notify approximately how long something may take ILL - but hold, trace can be any length.
10 It should only take us a few moments to help/serve a patron (usually book checkouts). If our system's slow we have signs informing patrons of the computer problems.
11 Depends on the service. Interlibrary loan= 1 week; interbranch transfer = 3-4 days. Users are informed of the timeline when they make the request.
12 not sure how this relates to library.
13 I tell customers I date jobs two weeks down the road but usually complete them within a week.

14 Printing & copying is always professional & quick
15 I'm not sure
16 Two weeks for large jobs that require typesetting, multiple color and bindery. Two day copying in the most, sooner if able. We try to give customer notice of change. It would be easier if we had a better tracking system.
17 We are driven by our customers classroom instruction needs. We would like at least 24 hours, but process all orders if we are able to.
18 blank
19 Duplication: 24 hours for small jobs, for larger dupe jobs: I ask when they need it by, Videotapings, editings, & teleconferences are all scheduled.
20 Immediate classes for the most part follow schedule issued, Fall, Spring & Summer. People notified of reschedule/cancellation & reminders given by phone prior to classes

How do you advertise and describe the services that your department provides to the College community?

1 not sure
2 Info desk- blank, Tech services- some brief info on the LVG web site but mostly we don't
3 blank
4 in house department doesn't advertise- college department advertises in print three college publications and student association publications, plus the department web page
5 in various handouts and publications
6 Handouts, web sites
7 administrative departments work closely with programmers so they know to come to us for services. But often faculty or smaller departments are not aware of the services we can provide
8 Newsletters
9 Library orientation tours
10 Tours. We don't really advertise in the library
11 Brochures, flyers, library web page, articles in Monroe Doctrine, campus-wide email or voice mail broadcast.
12 Internet access - library has web site - classes brought in to tour by their professors, open tours for visiting & new freshmen.
13 Department brochure. Department web site. Word of mouth.
14 Reputation, word of mouth
15 I don't know
16 There is a manual for all new faculty listing services. Currently developing a web page.
17 We have a web page and brochure. We also provide information to the classroom committee newsletter (which I am a member of)
18 There is a brochure that describes the services provided. I don't believe it's circulated.
19 WEB Page, Brochure
20 Technical Professional Development Training Schedule. Occasional Flyers/Announcements.

What is your department's process for notifying customers when their job has been completed?

1 phone, e-mail
2 Info desk users receive the info in person, on the phone or via e-mail. Tech services-Acquisitions librarian notifies faculty members when titles they suggested are processed and available, also circulation dept. notifies faculty members of materials they requested that are now on hold for them (mail or Phone message
3 blank
4 phone
5 Phone call, email. or US mail depending on request and customer preference
6 phone call e-mail us mail
7 I will send an e-mail or telephone the user. But this is my own process. I'm not sure that we have a department process.
8 e-mail or voice contact
9 Phone & mail
10 Thank you, here's your material have a nice day. We call & mail patrons about holds & traces on books.
11 Telephone, email or in writing - we ask how they would prefer to be notified
12 Books that were requested - student called when they come in, or written notification
13 phone call
14 we, secretary calls them
15 by phone
16 Telephone call when finished, If small enough - sent through inter office mail (ie. Business cards), copying delivered back twice daily to either bldg. 5 or bldg. 8
17 We do not notify customers unless we foresee a problem with our services
18 They are usually called on the telephone to let the customer know the job is complete.
19 Hand tapes over to secretary w/order form & she calls customer.
20 Not applicable

If there is a problem with a job (or service) and it can't be finished on time how does your department inform the customer. How does this notification take place? (In writing, in person, via telephone, e-mail, etc.?)

1 yes all of the above
2 info desk for me usually in person or by phone (e.g. I will tell the user I am referring the request to a reference librarian) Tech services- for the library staff requests in person, by phone or by mail.
3 blank
4 phone or in person
5 see answer to question 10
6 by phone, e-mail, us mail
7 All of the above. There are some people who I know never look at their mail so it is best to call them. Most often send e-mail
8 e-mail or voice contact
9 Phone & mail
10 very nicely. We will notify them either in person, writing or phone if we can not meet their needs.
11 Telephone, email or in writing, which ever means user has indicated
12 Call a person to let them know we can't fill their book request
13 Phone call
14 In person

15 telephone or in person
16 telephone
17 Our service is time critical and we will try to contact our customers if we are experiencing a problem. We will try the telephone approach and if necessary we will contact in person ASAP.
18 blank
19 rarely happens
20 N/A

Are there processes within your department that could be revised in order to enhance the level of customer service? If yes, please briefly describe your recommendations for improvement. Attach any forms used.

1 blank
2 blank
3 more frequent training
4 The normal seasonal ups and downs in workflow are not changeable. Projects over and above the normal workflow cause logjams, but side from not doing projects (for faculty primarily, there is no effective way to control service and turn-around time.
5 Most likely. As they become evident they are revised. None are currently under revision
6 yes improvements occur as recommendations come up.
7 A process for notifying users when their job has been completed would be helpful.
8 not without substantial, time consuming review
9 blank
10 Better response time on computers. Working closer w/ professors in regards to reserve material availability. Sending out letters asking about textbooks and reserve materials to get items in before students come in asking for them.
11 Printing - from online databases, web sites, etc. We need a solution that works, reliably, and with redundancy in case some part of the system goes down. A solution is, hopefully, in the works. My concern is that it must be reliable - if we are going to start charging students for their printouts, we can't be telling them "oh, sorry, you can't print today, our card reader is down".
12 Adding new students to our library database can take a while when you have a line waiting - is there an alternative to us hand entering new ID card #'2 at the time of check-out? Hand writing out individual fine payments also seems pretty out-dated nowadays. Clearing fines on the computer record is not enough?
13 Probably but I think I cover all the bases pretty well
14 We did improve with computers, 2-color press, new cutter.....
15 I don't know
16 Yes, need to have better tracking system for requests in progress.
17 Yes, I feel that we need a receptionist to answer our afternoon telephone calls. At the present time we have student aides answering the phones from 1:30-5:00 p.m. (when they aren't doing deliveries)
18 blank
19 blank
20 The biggest thing that would enhance our training program would be more space/rooms to conduct sessions - more interaction at the "applying" part of the training process. Actual "spend a day at a department" would enhance current program!

Do you have a current set of departmental policies and procedures? Are they published? If so, are they published internally (within your department), externally, or both? Is customer service explicitly mentioned in these policies or procedures?

1 blank
2 info desk-best answered by the reference librarian. Tech services- some policies and procedures have been compiled and published internally: general policies about acquisition and cataloging/processing are available on the LVG web site- they do mention timelines but not explicitly customer service
3 yes student aide receive a student aide manual
4 Yes they exist. Some on the web page. Each in house department has policies and procedures. All are available in house customer service is art of these.
5 Have been compiling polices to start. I do not know the status of completion. We do have some internal hardbooks
6 yes published internally
7 we have a guideline manual but it is out of date. It was given to all departments not sure if customer service is mentioned.
8 Yes both no
9 blank
10 yes, yes, internally
11 Yes, Internal procedures are published internally only. External procedures, such as loan policy, Interlibrary Loan, etc. are available on handouts and published on the web page.
12 yes, yes, internally
13 The department is working on these. When completed they will be both internal and external. I don't recall if customer service is explicitly mentioned but that's the point of writing them up - to ensure good quality customer service!
14 job order
15 I don't know
16 Yes - no
17 No, we are presently working on policies & procedures handbook.
18 I'm not sure
19 Yes I have video job policies such as turnaround, quantities, copyrights - fair use. Ordering teleconferences & satellite programs. Not Published.
20 I believe they are procedural but not tied together in any formal written publication.

To what extent do your departmental functions overlap (and require coordination) with other departments within ETS? Please briefly describe the nature of these functions and the average frequency (once a day, once a week, once per month, etc.) of this overlap.

1 blank
2 Info desk best answered by the reference librarians. Tech services no overlap of which I m aware, except that we depend on support for the network and occasional installation of new software and hardware
3 blank
4 All technology supports depend on Equipment services. 85% of training is done through professional development. Network services both in and off campus are managed by ets. Every day every hour
5 No real overlap of functions. There is a need of r services of the other ets departments in order for the libraries to function.
6 none I know of
7 My functions do not overlap with other departments.
8 Daily computerized reports services request etc,

9 I as a customer sometimes am confused on whom to call for what problem; sometimes I get immediate attention sometimes its months with no indication which way it will be fast or slow.

10 - We are dependant on our library catalog & PC's so computing is vital to us
- We also rely on Telecommunications for our phone tree & phone lines, which we need to notify them of changes in our hours
- We rely on the mail room to mail our overdue notices - everyday

11 Library functions continually overlap with computing and equipment services, as these are the experts we need to keep our machines and network functioning

12 The library relies heavily on the computing department. Most of our services are provided through computers - allowing for the smooth daily operation of all our computers is very important. Printing Services provides most our paper forms. We use telecommunications every day to interact with each other & rest of campus. Training services excellent!

13 I do a certain kind of graphic artwork. Carol Burritt does a certain kind and Vince Pratt does another kind. And then there are people who, just because they have a computer, think they are designers. I'd say there are overlaps.

14 Blank

15 I don't know

16 We require the use of other departments but not as a rule in processing our request of service.

17 When a faculty member or student needs our PC/data projector system to connect to MCC's backbone we call computing (Help Desk) to have the port activated. Because of the present routing situation we also have to talk to equipment services in order to get IP address for the computer/building location.

18 Blank

19 Overlap with Equipment Services for technical support once a month. Otherwise, the video world is a unique service. But I see more in the future w/ telecom with video over T-lines.

20 Close tie to Help Desk operations within computing. Also PC/Network Support to be aware of current computer configurations, installations & account creation.

What process is used to communicate and coordinate these overlapping functions with other ETS departments?

1 blank

2 Tech Services - usually we contact the ETS Help Line if the network or equipment is down or if we need help with installation.

3 blank

4 E-mail, phone, HELP Desk, etc.

5 n/a

6 none

7 blank

8 meetings, e-mail, phone

9 blank

10 Calling help desk & Walter, E-mail Marilyn about phone changes, direct in person

11 Library Liaison is in place for requesting changes to our Virtual Campus image. Regular meetings are scheduled for the Library Technology Team, which includes representatives from all concerned areas. Ad of course, problems with individual PCs or network malfunctions are reported to the appropriate area of the HELP desk.

12 blank

13 We just pass them (job orders) back and forth amongst ourselves when we know one or the other of us is better equipped to handle the job.

14 blank

15 I don't know
16 N/A
17 It/DL coordinates the connection (backbone) process with the other ETS departments. The customer doesn't have any interaction with the other departments involved.
18 blank
19 Call who you know?
20 Monthly meeting involving members from each area to discuss current topics & relay information

What are the strengths and weaknesses of this current process? (Please specifically address the customer service implications of this process)

1 blank
2 Urgent Requests (such as the network's being down) are usually handled promptly, but the requests may not be met quickly because of the heavy workload for most of ETS. There is currently a group with library & network services representation to deal with some of these issues, which is helping.
3 blank
4 Timeliness
5 n/a
6 blank
7 blank
8 Strengths: Good contact, clear understanding of purpose, goal oriented. Weaknesses: Over-use of meetings
9 blank
10 Walter is aware of our dependency on the computer so he immediately attempts to fix our problems. Telecommunications & Mailroom are excellent also.
11 Strengths: The formation of the Library Technology Team has helped to get some of our issues addressed, or at least an understanding of why they can't be addressed. There is better coordination of repair requests than there used to be. Weaknesses: Many library operations are now at least partially out of the library's control. Lack of personnel means that it takes far too long to get anything done, and we no longer have the capability to do things ourselves.
12 blank
13 The customer is getting the best worker for the job and therefore the best results.
14 blank
15 I don't know
16 N/A
17 The concern that I have is that the process is becoming more complex resulting in on-site problems in the classroom due to the number of things that need to happen in order for the process to work.
18 blank
19 I like to work with my customers directly, as my function is rather specific.
20 Strengths - common respect for what others outside your area are trying to accomplish. People are so busy it's hard to get attendance of everyone at times. More time should be set aside to "bring everyone up to speed". Keep going on new things & a lot of people left out of important information.

What suggestions do you have to improve coordination of effort within the ETS division? To what extent does this enhanced coordination increase the level of ETS customer service?

1 blank
2 It would be helpful, when PCs are checked, fixed, or upgraded, to have a note left at them to inform the users of what was done or that the problem was fixed, (this is often done, but not consistently). This would eliminate wasted effort in typing to determine what was done or whether something was fixed - for more time to provide customer service.
3 blank
4 Drop the paper response in favor of voice or E-mail.
5 Communication of activities to other departments & college community in general. This should eliminate duplication of efforts and/or requests for service.
6 Better communication
7 blank
8 - Stop the excessive "power plays" - wastes working time, delays service.
- Information & Cooperation - Non-responsiveness to issues by upper level personnel causes confusion in the trenches. Ignoring issues won't make them go away.

9 blank
10 Because we rely on our software extensively, sometimes we are the customer - calling the Help desk, network problems etc. I wish they would respond better to our calls, have a direct contact # or better phone tree to process our calls. If they help us quicker we can help the students, our hands are tied when the system is down.
11 In order to provide improved service, there need be more people who can provide the support services we need. It should mot take weeks to get an icon added to the image, for example. Perhaps more individuals could be given the authority/privileges necessary to do some of the tasks.
12 blank
13 Bosses need to take a good hard look at who does what and make some good hard decisions about who should be doing what.
14 blank
15 blank
16 blank
17 I think the coordination could be improved if an on-line request form could track the entire process (eliminating message & telephone tag).
18 blank
19 A possible main phone #, More ETS group gatherings -meetings - retreats: have on ETS group present a recurring problem or situation & have the other ETS groups suggest ways to solve problem. Increases teamwork.
20 more effort put into Help Desk - getting more people to cover it from all areas of ETS. Help Desk is at the "heart" of customer service! Mindset change that we are not individual departments but actually part of the same big entity like part of ETS complete with each other instead of combining to concur problems

In addition to the increased coordination of effort initiatives mentioned above, please list other ETS customer service issues that you feel need to be addressed. Please include your recommendations for ways in which to improve the levels of customer service in these areas.

1 blank
2 I like the idea of eliminating the faculty/staff mailboxes & direct delivery of mail to the departments - for more efficient distribution & less wasted effort on the part of all faculty & staff in picking up their mail.
3 blank

4 blank
5 Communications = confirmation of receipt of requests when not placed directly with person; confirmation of completion of request or reason why request cannot/will not be completed; guidelines outlining expectations as to confirmation & service turn around time.
6 blank
7 blank
8 A reality check - Someone somewhere has approved this new technology plan (which is great), but neglected to increase the manpower necessary to accomplish the stated goals & tasks. Due to this oversight - customers are very agitated with "the system". Customer service in some areas is contemptible.
9 blank
10 Network printing - Sometimes it feels like the library is ignored as a customer. It would be nice to know specifically whom to call for problems - not a general # or phone tree.
11 Most of these issues could be addressed by hiring more staff in technical support areas. If we are to run our operation entirely based on technology, we have to be able to support that technology and keep it working.
12 blank
13 blank
14 blank
15 I don't know
16 More sensitivity training in customer service. People have to keep in mind that we work for the customer not the other way around.
17 blank
18 blank
19 Every ETS group should list its functions & services. If there is overlap, consolidate it.
21 At times I feel we pursue too many "newest" technology things & spend lots of time on these when 1/2 the ETS people & most of the rest of the college are just trying to grasp similar things. Feel we should slow a bit & change loose ends before we implement more new.

Please provide any other ETS customer service comments or suggestions below. Thank you.

1 blank
2 blank
3 blank
4 I think things go remarkably smoothly!
5 blank
6 blank
7 blank
8 - It has been noted in the past that unpopular suggestions & comments are simply "filed away".
- If you want to make changes, then at least pretend to read the comments - they indicate problem areas & issues that should be addressed.
9 blank
10 I think the Library give exemplary service to our customers. Both internal and external. I think that if other ETS department members came in once in a while and saw us in action that they may walk away thinking differently about ETS Customer Service.
11 blank
12 blank
13 blank

14 blank
15 blank
16 blank
17 I think ETS should provide extra funds to purchase tracking software and customer service training for all levels including student aides.
18 blank
19 I would be wary of a process that "handed down" or "filtered" down video dupe requests or videotaping requests. This implies that it is being taken care of. Although, it works well with teleconferencing requests (through Jean Cray). Also ETS people need to be available, visible, & not hiding (responsive).
20 Instead of always focusing on our mistakes & perceived shortcomings we need to realize and focus on **all we do right!!** There are way more items in this list than the other & there is nothing wrong with feeling proud & not listening to criticism at times. Definitely works both ways!